

**Initial Entry Training (IET)  
for  
An Army at War**

**IET Review Task Force**

**IPR to CG, TRADOC**

**27 FEB 04**

# IET Review Task Force

## **If You Want to Transform IET**

The Transformation of IET is not about how long BCT is;  
or what tasks will be taught, or how many resources we apply...

Transforming IET is about breaking contact with a system  
designed in the 1960s for a draft era, CAT IV Army  
that no longer exists and a World War that never took place

And moving to a system that takes motivated, talented volunteers  
and provides them the knowledge, skills and attributes  
required for this Army, this War and this COE

It requires adopting a new culture, new approaches, and new methods  
designed to develop each soldier's ability to live the Soldier's Creed

**Success or failure hinges on fundamentally changing  
the nature, character and conduct of the relationship  
between America's Volunteers and their first NCOs**

***Everything else is secondary in importance***

# IET Review Task Force

## **Mission**

Conduct a holistic assessment of how the Army conducts Initial Entry Training and propose a strategy for the future

## **Purpose**

- ☑ Transform IET as the Army transforms; while training for war
- ☑ Provide Soldiers relevant Warrior knowledge, skills, attributes and values
- ☑ Review and assess what and how we train today, and why we do it that way
- ☑ Provide a strategy for the future that:
  - o Incorporates Warrior Ethos; Soldier's Creed; retains Army Values
  - o Addresses immediate needs of a Joint/expeditionary Army at War
  - o Provides adaptability for adjusting future IET
  - o Is executable by the Army over the long term within projected resource constraints

# IET Review Task Force

## Conduct of the Task Force

### Team 1: Warrior Ethos

- How does IET make every Soldier a warrior?

### Team 2: Organization and Structure

- How should the US Army organize and structure IET?

### Team 3: Culture

- How does the US Army change the culture of IET?

### Team 4: USAREC/IET integration

- How does the US Army ensure that the right young men and women join the military?

### Team 5: Training

- How should the US Army train Soldiers and Cadre in IET?

#### IET

- \_Brigade Cdr/CSM
- Battalion Cdr/CSM
- Company Cdr/1SG
- Drill sergeants
- Instructors
- Soldiers

#### TOE

- \_Battalion Cdr
- Platoon Sergeants
- Soldiers
- Combat Veterans

#### USAREC

- Brigade Cdr
- Recruiters
- G-3
- MEPS

#### Others

- TF Soldier
- DS School
- CTC/ITC
- Training Developers
- USAR/DIV(IT)
- National Guard
- International LNOs

Over 100 Participants

## IET Review Task Force

# **Must Define the IET Graduate**

- ☑ Demonstrates Army Values, Warrior Ethos and Soldier's Creed
- ☑ Has the basic combat skills necessary to defeat the enemy in combat and survive
- ☑ Has mastered sufficient SL 1 tasks in assigned MOS to contribute to the unit immediately upon arrival
- ☑ Is prepared physically, mentally and morally to immediately deploy to combat, or other missions across the spectrum of conflict

# IET Review Task Force

## Observations: Learning from Others

### **Change cadre course to change culture**

- ✓ Focus cadre on tactical tasks
- ✓ Create environment of training; not fear
- ✓ Individual not group correction
- ✓ Treat trainees as professionals from Day 1
- ✓ What is tested is what counts
- ✓ Adaptive, incentive based training

### **Change the ratio of leader to led**

- ✓ 1:10
- ✓ Lead by example; don't push
- ✓ Value of repetition/coaching in mastering tasks

### **Challenge Soldiers physically and mentally**

- ✓ Developing leadership from Day 1
- ✓ Combatives to build Warrior Spirit
- ✓ Tough, realistic field training
- ✓ Increased field/weapons training early
- ✓ Set expectations; hold to standard
- ✓ More recruit privileges earlier

#### Visits

- ❖ **Louisville Police Academy**
- ❖ **Special Forces Preparation and Conditioning Course**
- ❖ **Civil Affairs and PSYOPS AIT**
- ❖ **Marine Corps Recruit Depot**
- ❖ **UK Training Regiment**

#### Additional Observation

**Gender Integrated Training:  
Vital to IET and the Army**

# From the field... Drill Sergeants and Soldiers “What would you change in BCT?”

## More Field time

- Urban and Convoy Ops
- Patrolling
- More night training
- Checkpoint operations

## More Weapons training

- M2 – primary vehicle weapon
- More weapons maintenance and malfunctions training
- Weapons qualification... not familiarization

## Survival in Combat

- Combat Lifesaver
- Combatives
- Field sanitation: “burn shit”
- Field hygiene
- IEDs

## Change Garrison Focus

- Less D&C
- Fewer classes
- More leadership opportunities
- Weapons issued from Day 1

**Focus on what counts**  
**1. Accomplish the Mission**  
**2. Stay Alive**

# IET Review Task Force

## Initial Lessons Learned from BCT Pilots

### **DS preparation key to success**

- ▶ DS unprepared to execute 40/9
- ▶ DS School must become a Combat Leader's Course
- ▶ Core warrior tasks must become the "coin of the realm" not D&C
- ▶ Warrior Challenge: EXEVAL by BN/CO leadership; forcing agent for DS competence
- ▶ DS in Kevlar lead; DS in campaign hats push

### **More Field Time**

- ▶ More field time requires more C2 and Support PLT
- ▶ Execute today; prepare tomorrow; plan next week demands 20 DS per CO
- ▶ Nobody to do logistics except DS
- ▶ Top 3 burnout; need a civilian training officer
- ▶ Field time will be a "camp-out" without more personnel

### **Experiential Learning Model Works**

- ▶ Requires more resources
- ▶ Better training requires more C2 for CDR/1SG; need 20 DS to execute

### **Reinforcement training crucial**

- ▶ Limited conversion about right
- ▶ Immersion: "Drinking from a firehose" with little reinforcement training
- ▶ PCC/PCI and competition reinforce the right training
- ▶ Sunday training in garrison difficult to sustain

### **Trainee leadership works**

- ▶ Instills the Warrior Attributes; allows for decision-making opportunities
- ▶ But doesn't replace competent NCOs

**"IET assembly line mentality hard to break"**



## **Conclusions - Keys to Success**

- ❖ **Reduce BCT leader to led ratio to 1:10**
  - o Most critical change; drives real improvement
  - o Can be accomplished w/o NCO strength growth
  - o Significant change to way business is done today
- ❖ Must train IAW FM 7-0
  - o Commanders must “own” training and trainers
  - o NCOs training small groups using proven methods
- ❖ Incorporate tactical skills sustainment training into AIT
- ❖ Every soldier demonstrates proficiency in the 40 tasks and 9 drills before completing BCT
- ❖ “Trained soldier” upon BCT completion
  - o Receives beret in ceremony
  - o No Drill Sergeants in AIT; relaxed control
- ❖ POI development, approval, resourcing process streamlined
  - o POIs establish requirements; resources don't restrict POIs

# IET Review TF

## Instilling the Warrior Culture in Volunteers

- ✓ VUCA during FTX
- ✓ Confidence Courses
- ✓ Rotating Leadership
- ✓ Master Warrior Tasks/Drills
- ✓ Experiential Learning Model
- ✓ DS as OC During Final FTX
- ✓ Combatives
- ✓ Mission Based Orders

**SOLDIER**  
Flexible  
Adaptive  
Confident  
Competent

- ✓ Lead by Example
- ✓ Scenario Driven Training
- ✓ Team Training Events
- ✓ Historical Vignettes
- ✓ Increase Training Rigor
- ✓ Overcoming tough conditions
- ✓ AARs
- ✓ Counseling

### Army Values

L oyalty  
D uty  
R espect  
S elfless Service  
H onor  
I ntegrity  
P ersonal Courage

**WARRIOR ETHOS TENETS**  
Mission First  
Never Accept Defeat  
Never Quit  
Never Leave A Fallen Comrade

**ARMY VALUES**  
Loyalty, Duty, Respect, Selfless Service, Honor,  
Integrity, Personal Courage

### **Every Soldier a Warrior**

Mission First  
Never Accept Defeat  
Never Quit  
Never Leave a Fallen Comrade

- ✓ Lead by Example
- ✓ Counseling & AARs
- ✓ Peer Evaluations
- ✓ Historical Vignettes

**I am Flexible, Adaptive, Confident, & Competent  
In My Warrior Tasks and Drills**

# IET Review TF

## Changing the IET Culture

**Drill  
Sergeant  
School**

**Cadre  
Training  
Courses**

**Instructor  
Training  
Courses**



**Pre-  
Command  
Course**

**Co Cdr  
First Sergeant  
Course**

**Rewrite  
TRADOC Reg  
350-6**

DA Reg 350-1

**Warrior  
Leader's  
Course (AIT)**

Improving courses and regulations will enable the chain of command to establish a culture within the IET community that can generate the desired Warrior Culture

# IET Review TF

## **Increasing Rigor**

### BCT Graduation Requirements

#### **60/60/60 (180) on the APFT**

Successfully complete obstacle, confidence tower, conditioning courses

BRM: Day, **Night (Mechanical Sights) and NBC Standard**  
**Qualify on the Hand Grenade Course**

**Combatives (Achieve Clinch 4 times)**

**Complete Bayonet Assault Course and Pugil Bout**

**Advanced First Aid**

**Demonstrate proficiency with 40 Individual tasks and 9**  
**Battle drills**

Completes NBC Confidence Course (chamber)

**Successfully complete land navigation course**

Complete all requirements for the road marches (culminating 15k foot march)

Night Infiltration Course

Live fire tactical maneuver as a member of a team

Successfully complete the final FTX

**Bold/Red is new requirement**

## Rigor in BCT Pilots (Jan-May 04)

**BCT Pilots seek to add rigor by having each soldier do those tasks checked below**

- ☑ Executes battle tasks wearing body armor
  - ☑ Builds to carry doctrinal load (1/3 body weight up to 75 pounds)
  - ☒ Missed a meal due to tactical operations
  - ☒ Gone 24 hours without sleep while executing tactical operations
  - ☑ Fired a weapon at night using NVGs and night optics
  - ☑ Executed reflexive firing (most used employment in COE)
  - ☑ Moved or conducted a drill through squad level
  - ☑ Entered, cleared, fired into and from a building
  - ☑ Reacted without warning to contact from a convoy or a vehicle
  - ☒ Seen, heard or felt the concussion of incoming indirect fire
  - ☑ Heard of or used a ROE in making value-laden engagement decisions
  - ☑ Maintained personal hygiene for 5 days in the field (21 in Immersion Pilot)
  - ☒ Encountered a tactical situation for which he/she was never trained
- Trained on all 40 TF Soldier tasks and 9 combat drills**

**Modified BCT POIs produce soldiers more prepared to fight, win and survive in combat; mentally, physically and morally**

***Plus... Drill Sergeants better trained and prepared to lead in***

# IET Review Task Force

## Critical Decisions

### ❖ **Man BCT at 1:10 DS ratio**

- ↳ Requires organizational and structural changes
- ↳ No Drill sergeants in AIT; instructors assume leadership roles
- ↳ Must contract instructors/support

### ❖ **No OSUT except 11B/C and 19D**

- ↳ More efficient and common experience ala BOLC; but emotional

### ❖ **Length of BCT required to Train for War**

- ↳ Additional resources required (TTHS, weapons, ammo, range upgrades)

### ❖ **Conduct tactical skills sustainment training in AIT**

- ↳ Possibly tradeoff technical tasks for tactical training
- ↳ Additional load on AIT cadre; training, weekends
- ↳ More resources (weapons, ammo, TADDs, ranges, facilities)

### ❖ **Eliminate EXODUS for BCT**

- ↳ More efficient and effective; yet must care for cadre

### ❖ **Retain current Gender Integrated Training (GIT) model**

### ❖ **“Trained Soldier” after BCT**

- ↳ Issue Beret; relaxed control in AIT

### ❖ **Reform POI development and resourcing process**

- ↳ No one knows answer
- ↳ Tied to PPBES and larger Army processes

# IET Review Task Force

## Why Improve Leader to Led Ratio

- ✗ Today's BCT has 12 DS/company; with CQ, ANCOC, etc at best 10 present
- ✗ For 220 soldier POI fill that's 1:22; often up to 1:30
- ✗ Drill Sergeant's team up for platoon of 50-60 soldiers; no "ownership"
- ✗ "Pushing Troops" to get through each training day
- ✗ Drill Sergeants committed 24/7 for 10-24 straight weeks; no break
- ✗ Yelling; frustration; group punishment; training abuse
- ✗ Drill Sergeants don't know their soldiers well; don't know families at all
- ✗ Training is conducted at 1:220 or 1:55 ratios
  - ✗ Many lectures; lots of waiting in line; little practical exercise
  - ✗ Little coaching, individual attention or mentoring; attention on

**Why do we have to regulate against abuse of soldiers in IET.**

**But not in the rest of the Army?**

- ✗ Drill Sergeants direct activity, rather than leading by example
- ✗ Responsibility for graduation on soldier: not on Drill Sergeant

## IET Review TF

### **Impact of Reducing Leader to Led Ratio**

- ☑ **Changes the DS culture from push to lead**
- ☑ Fundamentally alters the Drill Sergeant to volunteer relationship
- ☑ Creates squad-level leadership, with all the goodness therein
- ☑ Drill Sergeants can know their soldiers and families
- ☑ Enables training IAW doctrine/proven practices (Execute FM 7-0)
- ☑ Significantly increases efficient use of time (less waiting in lines)
- ☑ Eliminates need for BCT Instructor Groups (First Aid, Land Nav, etc.)
- ☑ Eliminates need for Warrior Spirit/Second Chance units

#### Potentially

- ☑ Reduces attrition in BCT/OSUT
- ☑ Reduces AWOLs
- ☑ Reduces First Term Attrition
- ☑ Reduces potential for depression and suicide

**Fundamentally improves and affects every facet of IET**



# IET Review TF

## Getting to 1:10 - Menu of Options

- ❖ **No DS in AIT**  
(IAW Warrior POI in BCT; **680 DS to BCT**)
- ❖ Add more SSG and SFC Drill Sergeants  
(Most desirable; least supportable)
- ❖ Supplement with SGT Drill Sergeants  
(Some additional)
- ❖ Reduce committee groups for BCT  
(Drill Sergeants teach more tasks)
- ❖ Contract instructors  
(Retain “green suit” attributes as required)
- ❖ Contract support functions  
(Ammo/POL, range support, TADDS, etc)
- ❖ OSUT DS also instruct; transfer slots to additional DS  
(Some gains; Match DS in OSUT by MOS)
- ❖ Combinations of all of the above

**Desired leader to led ratios can be achieved;  
without increasing NCO manning of IET**

# IET Review Task Force

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# IET Review Task Force

## OSUT

### **Advantages**

- ☑ Integrates technical and tactical training throughout IET experience
- ☑ Produces a Soldier more proficient in his/her MOS
- ☑ DS to Soldier continuity throughout IET (Chain of Command also)
- ☑ Saves time in processing/ admin; \$ transporting to AIT
- ☑ Commonality of experience for all the Soldiers in a branch/MOS
- ☑ CS/CSS OSUT MOSs have enhanced tactical training
- ☑ Simplified IET structure (less battalions)

### **Disadvantages**

- ☒ No common initial experience (counter BOLC II – model)
- ☒ Proponent tendency is to cut tactical training in favor of MOS technical tasks
- ☒ Inefficient use of DS - “babysit” Soldiers during technical training
- ☒ There is no way to do OSUT for everybody
- ☒ More DS control - less opportunity to demonstrate personal responsibility
- ☒ Requires more DS (after decision on no DS in AIT)

# IET Review Task Force

## From OSUT to BCT/AIT at Ft. Knox

Possible Throughput,  
OSUT

19K - 2970 / year

(6 companies x 165  
per company per fill  
60 Drill Sergeants)

63A/M - 1140 / year

(24 platoons x 30 per  
platoon per fill  
48 Drill Sergeants)

Total Companies - 10

Total Drill Sergeants -  
108

BCT Throughput  
Requirement

Total - 4110 / year

@ 200 / company-fill =  
21 fills

@ 5 fills / company /  
year = **4.2**

**companies =**  
**84 Drill Sergeants**

AIT Throughput  
Requirement

19K - 2970 / year

@ 300 / company fill =  
10 fills

@ 5 fills / company /  
year = **2 companies**

63A/M - 1140 / year

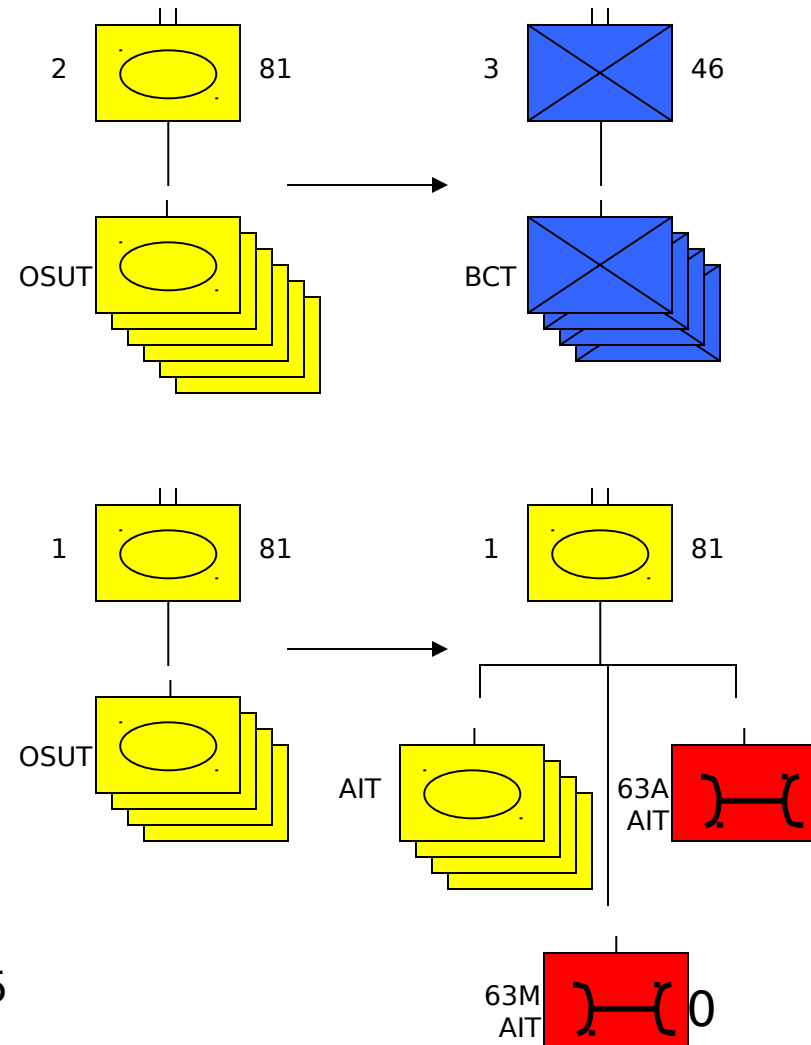
@ 300 / company fill =  
4 fills

@ 3 fills / company /  
year = **1.3**

**companies**

Total Companies - 7.5  
(8)

BCT / AIT Structure Shift



# IET Review Task Force

## Do We Retain OSUT?

### COA 1- Status Quo

#### Advantages

- ☑ Integrates technical and tactical training throughout IET
- ☑ Produces a Soldier more proficient in his/her MOS
- ☑ DS to Soldier continuity throughout IET
- ☑ Saves time in processing/ admin; \$ transporting to AIT
- ☑ Common experience for all Soldiers in a branch/MOS
- ☑ CS/CSS OSUT MOSs have enhanced tactical training
- ☑ Simplified IET structure (less battalions)

#### Disadvantages

- ☑ No common initial experience (counter BOLC II – model)
- ☑ Proponent tendency to cut tactical training in favor of MOS technical tasks
- ☑ Poor use of DS - “babysit” Soldiers during technical training
- ☑ There is no way to do OSUT for everybody
- ☑ More DS control - less personal responsibility
- ☑ Requires more DS (after decision on no DS in AIT)

### COA 2- OSUT only for Infantry and Scouts

#### Advantages

- ☑ Saves DS as transition to 1:10
- ☑ 11B/19D MOS most-like BCT (Reinforces skills)
- ☑ Supports near term increased 11M OSUT requirements
- ☑ Common BCT experience/soldierization for most soldiers

#### Disadvantages

- ☑ Two MOS have “different” experience
- ☑ Requires more battalion structure

As BCT goes to 1:10 DS ratio;

❖ Status quo +467 DS

❖ Only 11B/19D OSUT +160 DS

❖ Plus, only 11B/19D OSUT means 4 less companies required

❖ TTHS growth 400-450 man years

### Decision Matrix

	COA 1	COA 2
Branch Identity	1	2
DS Requirements (x2)	2(4)	1(2)
Common Experience	2	1
Structure	2	1
Enhance Warrior Ethos	2	1
	11	7

**Recommend COA 2:  
Only 11B/19D OSUT**

# IET Review Task Force

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- No one knows answer
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## Moving Tasks from BCT to Reception and Recruiting

- ❖ Move tasks that don't require 1:10 ratio
- ❖ Move tasks that can be taught Distance Learning
- ❖ Use Reception time more wisely
- ❖ Focus BCT on Warrior Tasks and Drills

### **Tasks to Reception**

- Equal opportunity
- Spiritual, Emotional, and Mental Fitness
- Military Justice/ Standards of Conduct
- Customs and Courtesies
- Threat to the Operational Army
- Soldier Hygiene
- Law of Land Warfare
- Intro to Warrior Culture II

**Total 15.5 hours**

### **Tasks to Recruiting**

- Manage Personal Finances
- AIDS and HIV awareness
- Army Family Team Building
- Military Time
- General Orders
- Personal Affairs
- Rank Identification

**Total 9.5 hours**

***24.5 more hours  
available  
for tactical training in  
BCT***

# IET Review Task Force

## 8 Week BCT POI

### Advantages

- ☑ Requires least resources
- ☑ Reduces TTHS

### Disadvantages

- ☒ Less Warrior tasks trained
- ☒ More familiarization; less mastery of tasks
- ☒ Less reinforcement; rapid skills loss; future NCO must retrain
- ☒ Limited exposure to COE
- ☒ Less rigorous
- ☒ Less Fieldcraft (only 3-day FTX)
- ☒ 6 less PT periods; APFT risk
- ☒ Very intensive for DS/Cadre

### Required Training not in POI:

- ☒ Bayonet/Pugil
- ☒ UXO/IED
- ☒ Self-extraction from minefield
- ☒ Reflexive fire (Quick fire)
- ☒ Less weapons training
- ☒ Reduced first aid
- ☒ Avoid contact drill
- ☒ React to ambush drill
- ☒ Break contact drill
- ☒ Dismount a vehicle drill
- ☒ Evacuate personnel drill
- ☒ Secure at a halt drill

\* Drills follow individual tasks

***Bottom Line: Does not adequately prepare a soldier for war***



# IET Review Task Force

## Revised 9 Week BCT POI

### Advantages

- ✓ More rigorous training
- ✓ No change to TTHS
- ✓ More time to train
- ✓ Little structure change
- ✓ More fieldcraft (16 days FTX)

### Disadvantages

- ✗ Requires more resources
- ✗ Limited time to reinforce warrior tasks
- ✗ Extensive POI training every Sunday
- ✗ Limited prep/recovery time from field training
- ✗ Most intensive for DS/cadre

## 9 Week POI

- ✓ All 40 tasks and 9 drills train
- ✓ Retains Bayonet/Pugil
- ✓ Team offensive live fire
- ✗ Crew-served day firing only
- ✗ Limited combatives
- ✗ Fewer hours for PT

***Bottom Line: Prepares soldier; degrades cadre over time***

# IET Review Task Force

## 10 Week BCT POI

### Advantages

- ✓ Best trains warrior tasks and drills
- ✓ Most rigorous COA
- ✓ Increased physical fitness
- ✓ Embeds Warrior Culture
- ✓ Training reinforces
- ✓ Increased Field Craft - 19 days of FTX (not continuous)
- ✓ Sunday afternoon DS time
- ✓ Sustainable over time

### Disadvantages

- ✗ Increases TTHS

## 10 Week POI

- ❖ All 40 tasks and 9 drills trained
- ❖ More combatives
- ❖ Night land navigation
- ❖ More urban/convoy operations
- ❖ More crew-served wpns training
- ❖ More physical fitness training
- ❖ More COE & fieldcraft

***Bottom Line: Significant improvement over today...  
sustainable over time***

# IET Review Task Force

## **BCT POI Decision Matrix**

CRITERIA	8 WEEK	9 WEEK	10 WEEK
Warrior Tasks & Drills	3	2	1
Resources	1	2	3
Fieldcraft and campaign endurance (x2)	3(6)	2(4)	1(2)
Warrior Culture (x2)	3(6)	2(4)	1(2)
TTHS	1	2	3
Unit sustain over time x2)	3(6)	2(4)	1(2)
<b>TOTAL</b>	<b>14</b>	<b>12</b>	<b>10</b>
<b>TOTAL WEIGHTED</b>	<b>(23)</b>	<b>(18)</b>	<b>(13)</b>

**Recommend COA 3: 10 Week POI**

# IET Review Task Force

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# IET Review Task Force

## Integrating Tactical Training into AIT

- ❖ Ensure all AIT courses conduct a FTX that integrates tactical and technical skills.
- ❖ AIT graduation requirements include demonstration of technical skills in the Contemporary Operating Environment (COE)
- ❖ In FY 04 institute Sergeant's Time in AIT for tactical training
- ❖ Begin revising AIT POIs to add tactical skills sustainment
- ❖ Structure AIT companies for tactical and technical training
- ❖ **You can't fix the tank if...**  
**You're killed or wounded on the way there, because...**  
**You forgot what you learned in Basic**

etc

locations

# IET Review TF

## Structuring AIT for an Army at War

### A Soldier in AIT

- ✓ No DS in AIT (relaxed control)
- ✓ Soldiers held accountable
- ✓ Leader training (Team Leaders)
- ✓ Other armies and services don't use DS in AIT

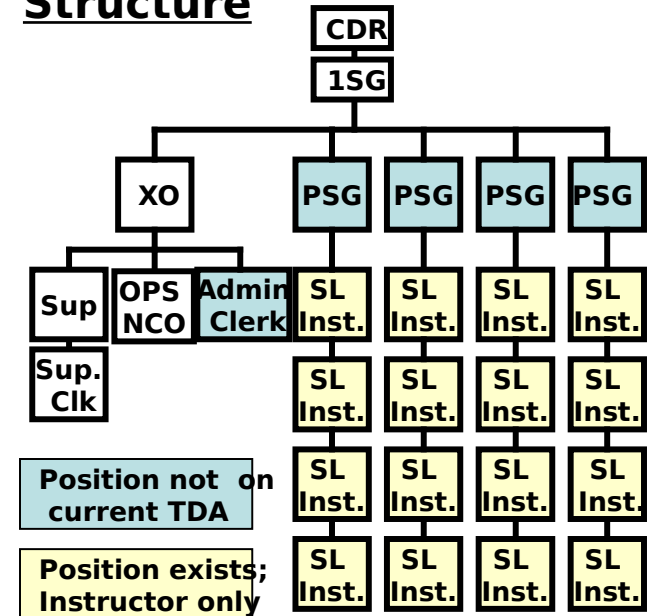
### AIT Cadre

- ✓ PSG/SL structure; More like the Army
- ✓ PSG trained on the 40/9 at Warrior Leader Course
- ✓ No us (DS) vs. them (instructors)
- ✓ Instructors double as Squad Leaders
- ✓ Approximates SGI model

### AIT Training

- ✓ Reinforces soldier as member of team and leadership
- ✓ Integrates technical and tactical training
- ✓ Almost exclusively SL 1 tasks
- ✓ Combines field and garrison
- ✓ Saturday standard training day

### Proposed AIT Company Structure



►An Army at War can't afford instructor specialists for Skill Level 1 tasks.

►Need trainers for both technical skills and warrior tasks

# IET Review Task Force

## AIT Sustainment Training

“... trained and proficient in my warrior tasks and drills.” **The Soldier’s Creed**

**AIT  
≤ 8 weeks**

- ✓ Warrior Ethos, Values, History
- ✓ 1<sup>st</sup> Aid, NBC, Basic Commo, Land Nav
- ✓ Call for Fire, Call for MEDEVAC
- ✓ Combatives
- ✓ 20K tactical movement/combat patrols per month
- ✓ 72 hour FTX

**AIT  
8-16  
weeks**

- ✓ All of the above plus...
- ✓ 9 battle drills
- ✓ Convoy and Urban ops
- ✓ Weapons and Advanced Rifle Marksmanship (EST)

**AIT  
≥ 16 weeks**

- ✓ total 96 hours FTX
- ✓ All of the above plus...
- ✓ Qualify on assigned weapon
- ✓ Total 120 hours of FTX

**40 Warrior Tasks and 9 Drills are perishable skills that require training... maybe at the expense of technical skills**

# IET Review Task Force

## **Warrior Leaders Course**

❖ **Adjust from existing Combat Leader's Course. Pilot being conducted in MAR 04 with BCT Drill Sergeants**

❖ 3 week course week course conducted TDY at a single ATC

❖ Small military cadre; instructors primarily contract

❖ Train and certify: 40 tasks, 9 drills, Level 1 combatives

❖ Combat Lifesaver Course recertification or Advanced First Aid

❖ Field training (1 day RSOI; 3 days recovery/out-process)

❖ **Prepares AIT and other cadre to conduct tactical sustainment training during primarily technical courses**



# IET Review Task Force

## Critical Decisions

### ❖ **Man BCT at 1:10 DS ratio**

- Requires organizational and structural changes
- No Drill sergeants in AIT; instructors assume leadership roles
- Must contract instructors/support

### ❖ **No OSUT except 11B/19D**

- More efficient and common experience ala BOLC; but emotional

### ❖ **Length of BCT required to Train for War**

- Additional resources required (TTHS, weapons, ammo, range upgrades)

### ❖ **Conduct tactical skills sustainment training in AIT**

- Possibly tradeoff technical tasks for tactical training
- Additional load on AIT cadre; training, weekends
- More resources (weapons, ammo, TADDS, ranges, facilities)

### ❖ **Eliminate EXODUS for BCT**

- More efficient and effective; yet must care for cadre

### ❖ **Retain current Gender Integrated Training (GIT) model**

### ❖ **“Trained Soldier” after BCT**

- Issue Beret; relaxed control in AIT

### ❖ **Reform POI development and resourcing process**

- No one knows answer
- Tied to PPBES and larger Army processes

# IET Review Task Force

## Exodus

### COA 1- No Exodus

#### Advantages

- No reduction in training time
- No break in soldierization process
- Reduced expense to Soldiers

#### Disadvantages

- Soldiers not home for holidays
- No programmed cadre breaks

### COA 2- Status Quo

#### Advantages

- Programmed cadre break
- Soldier break
- Facilities maintenance time
- Compliments ½ day schedule

#### Disadvantages

- PT performance deteriorates
- Soldier ticket cost
- Prep execution time
- Adds two weeks to TTHS
- Flow of fill

### COA 3- Exodus in AIT Only

#### Advantages

- Only scheduled cadre break for AIT
- BCT maintains soldier discipline
- Post support personnel off

#### Disadvantages

- Soldiers can not take leave after graduation

#### Decision Matrix

	COA 1	COA 2	COA 3
Cadre Break	3	2	1
Resources	1	3	2
Training (2)	1(2)	3(6)	2(4)
Soldier Readiness (2)	2(4)	3(6)	1(2)
Attrition	1	3	2
Soldier/Family Welfare	3	1	2
	14	21	13

Recommend COA 3:  
Exodus in AIT – not BCT<sup>34</sup>

# IET Review Task Force

## Critical Decisions

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# IET Review Task Force

## Gender Integrated Training (GIT)

### Facts

- Females attrit at double the rate of males in IET
- Different training cultures generate different attitudes

### **COA 1- Status Quo- FJ& FLW**

#### Advantages

- Builds cohesion, “train as you fight”
- Develops Role Models
- Allows a M to work with F(DS and other Trainees)
- No additional resources needed

#### Disadvantages

- GIT creates a perception that training is easier
- GIT builds less discipline
- Baseline experience of BCT is not the same throughout the Army
- Less scheduling flexibility

### **COA 2- No GIT in BCT or OSUT**

#### Advantages

- Less physical training injuries for Female Trainees
- Trainers do not have to deal with Training Distracters (GIT)
- Small unit integrity

#### Disadvantages

- GIT creates a perception that training is easier
- More F DSs Needed

### **COA 3- All BCTs are GIT**

#### Advantages

- Builds cohesion, “train as you fight”
- Challenges females to achieve High standards
- Within 2 to 3 generations in the Army GIT would overcome cultural stereotypes

#### Disadvantages

- Additional F DS
- Additional resources at current non-GIT posts
- Level of rigor will drop at current non-GIT posts
- Non-GIT posts medical facilities not ready for F

### **Decision Matrix**

	COA 1	COA 2	COA 3
Resources (x2)	1(2)	2(4)	3(6)
Female DS #s (x2)	1.5(3)	3(6)	1.5(3)
Perception (Civ & Mil) (x2)	2(4)	3(6)	1(2)
Standards	1.5	3	1.5
Attrition	2	1	3
Enhance Warrior Ethos	1	3	2
	13.5	23	17.5

**Recommend COA 1: Status Quo**

## IET Review TF

### **What Can be Accomplished This Year (FY 04)**

- ❖ Increase FTX length and field training
- ❖ Begin Quick Fire (Close Quarter Marksmanship) training
- ❖ Add UO, IED/UXO, CP, and convoy training to BCT/OSUT
- ❖ Transition from hand-to-hand to Army Combatives training
- ❖ Transition from First Aid to more extensive Advanced First Aid
- ❖ Train Call for Fire and Call for MEDEVAC in BCT/OSUT
- ❖ Begin tactical Train the Trainer for Drill Sergeants and Instructors
- ❖ Pilot Experiential Learning Model in Instructor/Cadre Training Course
- ❖ Start Sergeant's Tactical Training Time in AIT as interim measure
- ❖ Warrior Ethos training (integrated w/ Army Values); historical vignettes
- ❖ Soldier at 9-weeks

# IET Review TF

## **Prep this year for FY 05**

### **Shaping**

- ❖ Adjust BCT pilot POI to a FY 04 BCT Interim POI (existing resource)
- ❖ Adjust OSUT POIs to reflect FY 04 interim BCT POI
- ❖ Adapt Drill Sergeant School POI; Adapt ITC & PCC
- ❖ Initiate Train the Trainer for Drill Sergeants and NCOs
- ❖ Forecast DOTMLPF requirements for selected IET COA
- ❖ Rewrite TR 350-6
- ❖ Pilot 60/60/60 APFT graduation requirement in BCT

### **Sustaining**

- ❖ Assemble required weapons, TADDS, materiel at ATCs and AIT sites
- ❖ Shift personnel with ATCs and get to DSS and WLC
- ❖ Acquire berets for issue after BCT/Phase 3 OSUT
- ❖ Adapt assignment policy to get DS to BCT/OSUT and NCOs to AIT
- ❖ Begin contracting out functions not requiring “green suit” attributes

## IET Review Task Force

### **Follow on TRADOC and AAC Staff Work**

- Post by Post analysis for AIT/OSUT/BDE Structure
- POM 06-11 submission refinement
- Further refine positions to be contracted
- Lessons learned from Pilots incorporated into POIs
- Resourcing methodology for IET
- Pilot challenging initiatives

***As always...The devil is in the details!***

# Back-Up Slides



# IET Review TF

## Basic Training in WWII

### Rapidly Changed to meet the needs of the Field

- ❖ FEB 1943: US Army trained Garrison Soldiers to march
  - 13 weeks and 0 field days
  - “They are not ready” G3, Army Ground Forces
- ❖ After Kasserine Pass, US Army rapidly changed Basic Training POI
  - AUG 1943: 17 weeks and 14 field days
  - January, 1945 - “Most satisfactory” G3, Army Ground Forces
- ❖ Cadre for Basic Training in WWII
  - 6 officers and 24 enlisted

### • **FEB 1943**

- 13 Weeks
- 0 days in the field
- Lectures
- D&C focus
- No tactics
- CO/PLT focus

### • **JUN 1943**

- 14 Weeks
- 10 days in the field
- 20 mile march
- Eliminate lectures
- ITT, PT
- Battle Courses

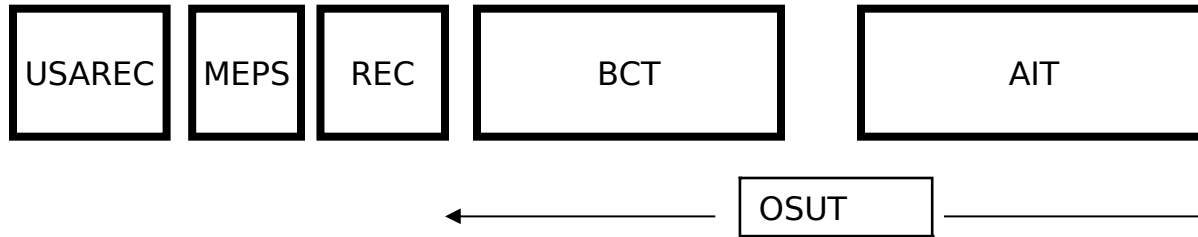
### • **AUG 1943**

- 17 weeks
- 14 days in the field
- Delete non-combat tasks
- Vastly increase ammo
- Delete PLT/CO training
- More battle courses

### • **1944-1945**

- 17 Weeks
- Cut defensive training
- Japanese tactics
- Village Fighting Course
- Jungle patrolling
- Flamethrowers

# IET Review TF COAs



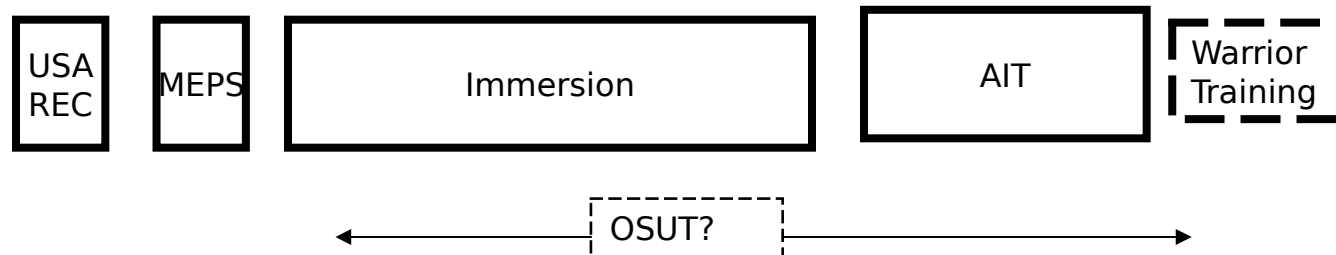
COA 1:

- Current system
- AIT tactics tng



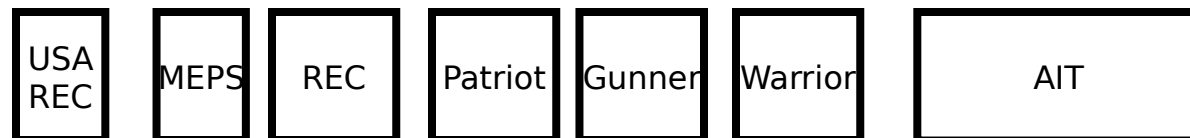
COA 2:

- 2-stage BCT
- Enhanced Cbt Trng
- Warrior Tng after long AITs



COA 3:

- No Reception Bn
- Warrior Tng after long AITs



COA 4:

- Ranger model
- 3 DS cadres
- No OSUT 42

# IET Review TF

## COA Decision Matrix

	Current	Soldierization	Immersion	Ranger
Resource x2	1(2)	4(8)	2(4)	3(6)
Warrior Culture x3	2(6)	3(9)	1(3)	4(12)
Attrition	1	3	2	4
Flexibility	1	2	3	4
Best IET Culture x2.5	2(5)	3(7.5)	1(2.5)	4(10)
Implementation	1	3	2	4
Supports GWOT	2	3	1	4
Total	18	35.5	17.5	44

# IET Review TF

## From First Aid to First Responder

**Current BCT First Aid Training**

FA 2/ RESTORE BREATHING	3.5
FA 3/ CONTROL BLEEDING	2.5
FA 1/ EVALUATE CASUALTY	2.5
FA 4/ TREATMENT OF BURNS	5
FA 5/ SPLINT A FRACTURE	2
FA 8/ TRANSPORT A CASUALTY	1
FA 6/ PREVENTIVE MEDICINE	1
<b>TOTAL</b>	<b>14</b>

**Proposed BCT First Responder Training**

Prevent/Treat Environmental Injuries	2
Treat Chemical Agent	2
Evaluate a Casualty	2.5
Manage Airway	4
Control Bleeding and Treat Burns	2.5
Prevent/Control Shock	1.5
Treat Fractures	2
Transport a Casualty	1.5
Capstone Event	4
<b>Total</b>	<b>22</b>

***One of the recurring lessons learned from OIF/OEF is that...  
Our soldiers must be better prepared to save lives during combat.***

# 8-Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	0					<b>FILL</b>	CDR/1SG Inbrief Intro to PT Chap Inbrief In-Process	APFT (Diag) Approp Beh D&C 1&2 BN/CSM Brief
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	1	Intro to Foot March Intro to Values/ Ethos	PT 3K Foot March Guard/Secur OPS Patrolling	PT Confidence Tower Intro to TLPs	PT DC -3 & 4 Inspection 1	PT BRM 1 Combatives	PT Cond.Obst Course I DC-5 & 6 Values 2	PT First Aid 1 Preventive Med
			← FTX →					
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	2	Inspect 2 Values-3	PT First Aid 2 Ethos 2	PT Land Navigation	PT Land Nav Night Land Nav	PT Basic Commo	PT Basic Commo (Call for Fire)	PT NBC Training
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	3	Commo (Call for MedEvac) Values-4 Ethos-3	PT NBC Chamber/ NBC Medical	PT 5K Foot March Conf. Course	PT Cond Obst Course II Recovery	PT BRM 2 Weapons Clearing	PT BRM 3 8K Foot March	PT BRM 4 Camo Self and Equip
				← FTX →			← FTX	



New event



Existing event

# 8-Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	4	Values 5 Ethos 4 Sensing Session I	PT BRM 5	PT BRM 6	PT BRM 7 & 8	PT BRM 10	Develop Stretch BRM 11 (Record Fire)	APFT(Diag) Phase 2 Issue
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	5	Values 6 Values 7 PLT Photos	PT BRM 12 BRM 13 SERE BRM 14	PT Patrolling	PT Indiv Tactical Movement 3 Occupy AA	PT Hand Grenade Sensing Session II	PT Night Offense Fire/Mnvr. Night Infil Course	PT Day Defense Night Defensive Fire
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	6	Tactical Quest	10K Foot March Urban OPS	PT Urban OPS Handle EPW Perform Surveillance Estab. OP	PT M2 Day Fire M18 Claymore	MK19 Day Fire M203	PT M249 Day Fire M249 Night Fire (NVG)	PT M240B Day Fire AT4



New event



Existing event

# 8-Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	7	Develo p Stretch Convoy OPS	APFT (Final) TLPs Issue OPORD	PT 10K Foot March		15K <b>Foot March</b> Rites of Passage	Recovery	PT Recovery
				←	FTX	→		
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	8	Blood Drive	PT Cdr Inspection Sensing Session III	CIF Turn-In Values Summary Out-Process	PT Graduation Rehearsal Family Day	PT <b>Graduation</b>		



New event



Existing event

# 9-Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	0					<b>FILL</b>	CDR/ 1SG Inbrief Intro to PT Chap Inbrief In-Process	APFT (Diag) Approp Beh D&C 1&2 BN/CSM Brief
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	1	Intro to Foot March Intro to Values/ Ethos	PT 3K Foot March Guard/Secur OPS Patrolling	PT Confidence Tower Intro to TLPs	PT DC -3 & 4 Inspection 1	<b>PT</b> Team Work Develop Course	PT BRM 1 Combatives	PT Cond Obst Course I D&C 5&6 Values 2
			← FTX →					
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	2	Intro to PCI Prevent Med	PT First Aid 1	PT First Aid 2	PT Land Nav	PT Land Nav Night Land Nav	PT Basic Commo Values 3	PT Commo (Call for Fire)
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	3	Commo (Call for MedEvac) Values 4 Ethos 2	PT NBC1 Chamber/ NBC Medical	PT NBC 2	PT 5K Foot March RB 1,2,3, & 5	PT RB 4 Combat Patrolling Ethos 3	PT Confidence Course	PT Cond Obst Course II Recovery
					← FTX →			



New event



Existing event



# 9-Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	4	PT Values 5 Ethos 4 Sensing Session I	PT Weapons Clearing BRM 2	PT BRM 3 8K Foot March	PT BRM 4 Camo Self and Equip	PT BRM 5 Recovery	Develop Stretch BRM 6	APFT(Diag) BRM 7 BRM 8
				← FTX →				
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	5	Values 6 Values 7 PLT Photos	PT BRM 9	PT BRM 10	BRM 11 (Record Fire)	PT Phase 2 Issue	PT BRM 12 BRM 13 SERE BRM 14	PT BRM 15 BRM 16
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	6	Tactical Quest Process EPW & Equip	10K Foot March Indiv Tactical Movement 3 Occupy AA	PT Hand Grenade Sensing Session II	PT Night Offense Fire/Manu Night Infil Course	Day Defense Night Defensive Fire	Team Live Fire Handle EPW & Equip Est OP	PT Land Mine Warfare Day UXO/IED M18 Claymore
				← FTX →				
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	7	M2 Day Fire	PT M249 Day Fire M249 Night Fire (NVG)	PT AT4 M203 M240B NVG OPS	PT MK19 Convoy OPS	PT Urban Opns Perform Surveillance Estab. OP	PT Urban OPS Recovery	APFT (Final) Recovery
		← FTX →						



New event



Existing event

## 9-Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	8	TLPs Issue OPORD	10K Foot March			15K Foot March Rites of Passage	Recovery	Recovery
			← FTX →					
	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	9	Blood Drive	CDR Inspection Sensing Session	CIF Tum-In Values Summary Out-Process	PT Graduation Rehearsal Family Day	PT <b>Graduation</b>		



New event



Existing event

# 10 Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	0					FILL	CO/1SG Inbrief Chaplain Brief Intro to PT Chap Inbrief In-Process	APFT (Diag) Approp Beh D&C 1&2 BN/CSM Brief
	1	Intro to Foot March Values 1 Ethos 1	PT 3K Foot March Guard/Secure OPS Patrolling	PT Conf Tower Intro to TLPs Recovery	PT D&C 3 D&C 4 Inspection	PT Teamwork Develop Course	PT BRM 1 Combatives Weapons Clearing	Cond. Obstacle D&C 5-6 Preventive Med
			← FTX →					
	2	Ethos 2 Values 2	PT First Aid 1 TLPs	PT First Aid 2	PT Land Nav	PT Land Nav Night Land Nav	PT Basic Commo	PT Commo (Call for Fire)
	3	Values 3 Ethos 3	PT NBC 1	PT NBC 2	PT 5K Foot March Bayonet 1,2,3,5	PT Bayonet 4 Patrolling Commo (MEDEVAC)	PT Confidence Course	PT Conditioning Obstacle II Recovery
					← FTX →			

EXISTING

NEW

# 10 Week POI

	WK	SUN	MON	TUE	WED	THU	FRI	SAT
	4	Values 4 Ethos 4 Sensing Session I	PT BRM 2	PT BRM 3 8K Foot March	PT BRM 4	PT BRM 5 Recovery	Develop Stretch BRM 6	APFT (Diag) BRM 7&8
				← FTX →				
	5	Values 5 Ethos 5 PLT Photo	PT BRM 9	PT BRM 10	PT BRM 11 (Record Fire)	PT Phase II Issue	PT BRM 12&13 BRM 14 SERE	PT BRM 15&16
							← FTX →	
	6	Values 6	10K Foot March Indiv Tactical Movement Occupy AA Sensing Session 2	PT Hand Gren.	PT Indiv. Tactical Movement 3	Night Offense Fire & Maneuver Course Night Infil Course	PT Day Defense Fire Night Defense Fire	Team Live Fire
			← FTX →					



**EXISTING**



**NEW**

# 10 Week POI

WK	SUN	MON	TUE	WED	THU	FRI	SAT
7	Values 7 Recovery	PT Tactical Quest Handle EPW Perform Surveillanc	PT Land Mine Warfare Day UXO/IED M18 Claymore	PT M249 Day Fire M249 Night Fire (NVG) <b>FTX</b>	PT M2 Day Fire AT4	PT M203 M240B NVG OPS	PT MK-19 Convoy OPS
8	Recovery	PT Estab. OP Urban OPS	PT Urban OPS	Develop Stretch Cond Obst Inspection 3	APFT (Final) TLP Issue OPORD	10K Foot March	
9	10K Foot March				15K Foot March Rites of Passage Recovery	Recovery	Blood Drive Recovery

 EXISTING

 NEW

# 10 Week POI

	W K	SUN	MON	TUE	WED	THU	FRI	SAT
		Recovery	Cdr's	PT	PT	PT		
	10	Values 8 (Summary)	Inspection Sensing Session III	CIF Turn-In Out-Process	Graduation Rehearsal Family Day	Graduation		



**EXISTING**



**NEW**

# Warrior Core Tasks (TF Soldier)

**Every Soldier ...**

**~40 Warrior Tasks**

## Shoot (17-25 Tasks)

- Engage targets with M16-series rifle or M4/M4A1 carbine
- Correct malfunctions of a M16-series rifle or M4/M4A1 carbine
- Engage targets with M240B MG
- Engage targets with M60 or M249 MG
- Engage targets with M2 Cal. 50 MG
- Engage targets with MK-19 MG
- Correct malfunctions of a MG (M2, M240B, M249, MK-19)
- Engage targets with weapon using a night vision sight (AN/PVS-4, AN/PAS-13, AN/TVS-5)
- **Engage targets using an aiming light (AN/PEQ-2A, AN/PAQ-4)**
- Employ mines and hand grenades

## Communicate (2-3 Tasks)

- Perform voice communications (analog & digital)
- Use visual signaling techniques

## Urban Operations (4 Tasks)

- **Perform movements techniques during an urban operation**
- **Engage targets during an urban operation**
- **Enter a building during an urban operation**
- **Execute a mechanical breach during an urban operation**

## Move (7-8 Tasks)

- Determine location on ground (terrain association, map, & GPS)
- Navigate from one point to another (dismounted & mounted)
- Move over, through, or around obstacles (except minefields)
- **Prepare/operate a vehicle in a convoy**

## Survive (15 Tasks)

- React to chemical or biological attack/hazard
- Decontaminate yourself & individual equipment using chemical decontaminating kits
- Evaluate a casualty
- **Perform first aid for open wound (abdominal, chest, & head)**
- **Perform first aid for bleeding of extremity**
- Move under direct fire
- React to indirect fire (dismounted & mounted)
- React to direct fire (dismounted & mounted)
- Select temporary fighting position
- **React to unexploded ordnance hazard**
- **React to man-to-man contact (Combatives)**
- Maintain Equipment



• **Indicates new task**

# LTG Wallace IET Brief

## Core Warrior Drills that BCT Must Train

Every Soldier ...

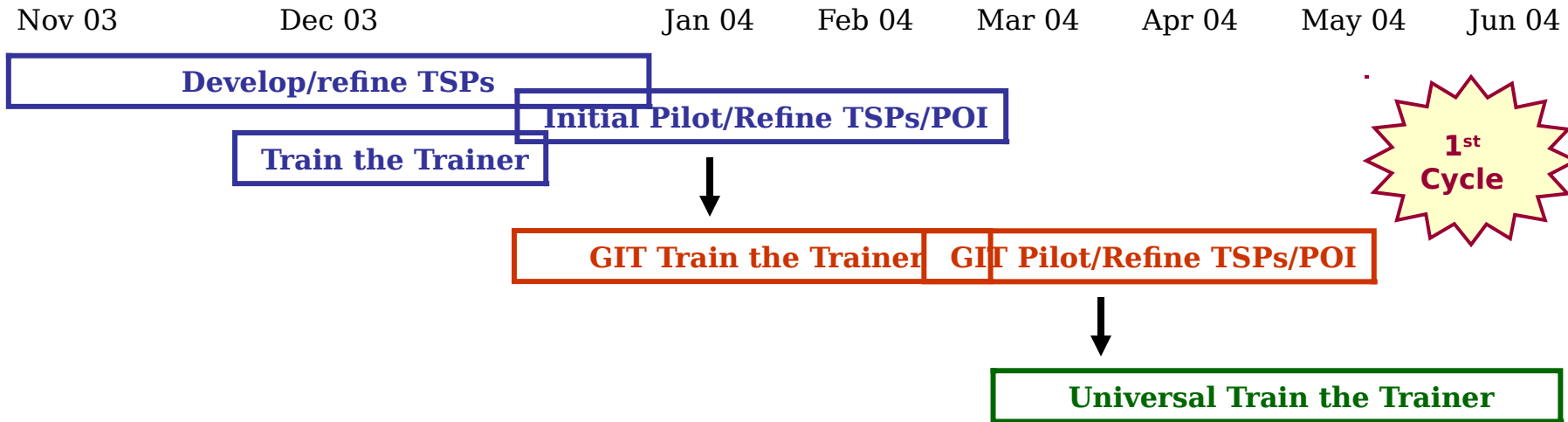
~9 Battle Drills

- React to contact (visual, IED, direct fire [includes RPG])
- **Avoid ambush/contact (Every soldier a sensor)**
- **React to ambush (blocked & unblocked)**
- React to indirect fire
- React to chemical attack
- **Break contact**
- **Dismount a vehicle**
- **Evacuate injured personnel from vehicle**
- **Secure at a halt**

**Red tasks not currently  
trained in BCT**



# Piloting a New BCT POI



- ✓ Iterative piloting for refining PIO/TSP/Instructional methodologies
- ✓ Deliberate train the trainer
- ✓ Most TSPs already available; draft remaining in BCT Brigade
- ✓ Training developers co-locate with pilot to formalize TSPs
- ✓ Pilot with existing equipment and organizations; add-ons as possible
- ✓ Prepared to execute full up in FY 05